

Knowledge Management Implementation In Malaysian Public Institution of Higher Education

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Abstract

Strategic Information System Planning (SISP) has been of critical importance to any type of organization for a number of years. It is also significance in the implementation of Knowledge Management in Malaysian Public Institution of Higher Education (PIHE). A study has been conducted to get the currents status of KM implementation in Malaysian PIHE and how far Strategic Information System Planning (SISP) has been used in the implementation process. The findings will shows the needs of specific methodology for formulating Knowledge, Information and Communication Technology Strategic Planning (KICTSP) Methodology as a guideline that contains a systematic description on how to implement Knowledge Management in Malaysian Public Institution of Higher Education (PIHE).

Keywords

Knowledge Management, SISP, PIHE

1. Introduction

Knowledge Management is not an 'oxymorone' anymore. It has been studied by philosophers and practiced for centuries although the terminology was not widely used until the middle of the nineties. Knowledge management has proven benefits and has been adopted by eighty percent of the world's biggest companies [1]. We can now talk about KM as being a mainstream.

Since 1990's, there are many ideas has been forwarded by the academician and practitioners about Knowledge Management. KM as using internet for knowledge sharing and transfer [2]; Tacit and explicit knowledge with four modes of knowledge creation [3]; and using Cynfine Framework in identifying knowledge [4]. They can be called as Guru's in Knowledge Management has their own view on what is Knowledge Management is all about. Through this development, Firestone & McElroy (2002) and Koenig (2002) visualise the generation or stages of Knowledge Management [5,6,7] as in figure 1.

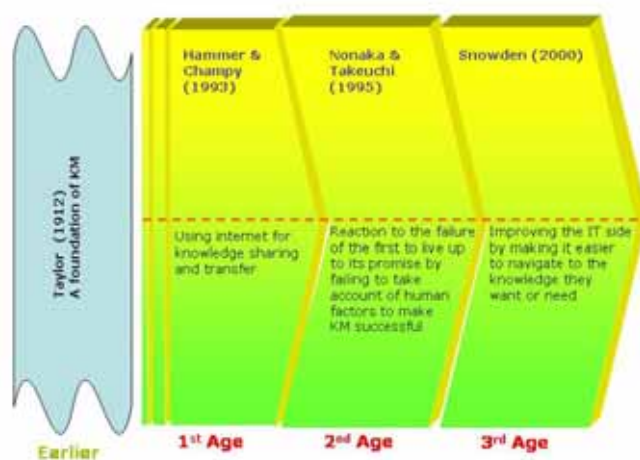


Figure 1: Knowledge Management Stages

Knowledge Management (KM) initiatives are expanding across all types of organizations worldwide. The competitive benefits of KM efforts have been demonstrated and documented in industry, government and in the academic world [8]. Towards achieving the objective of Vision 2020, Malaysian Public Institution of Higher Education has their own role in supporting Vision 2020 by producing knowledgeable manpower or knowledge worker to the country [9]. As other non-profit organizations, Malaysian Public Institution of Higher Education has make steps on the implementation of Knowledge Management in their organization.

2. Methodology

A quantitative research methodology has been used in this study to gain information about the real situation of KM implementation in Malaysian PIHE. A Study has been conducted from September 2004 until February 2005 on the KM implementation status in Malaysian Public Institution of Higher Education (PIHE). The main objectives of this study are to get the currents status of KM implementation in Malaysian PIHE and how far Strategic Information System Planning (SISP) has been used in the implementation process. It is very important in order to ensure the implementation of KM can be implemented without ignoring the existing ICT opportunities in their institutions.

2.1 Data Collection

Main respondents in this study are all the PIHE IT Managers in Malaysia. A set of questionnaires has been distributed to all 17 Malaysian PIHE as indicate in Figure 2.

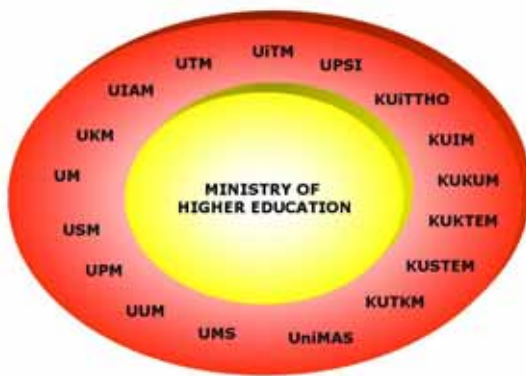


Figure 2: Malaysian PIHE

Since the data collection period from 15 September 2004 until 28 February 2005, 15 from 17 PIHE has responds to the questionnaires. All the data has been analyzed and classified based on the objectives of this study. (Table 2)

Code	Objectives
Obj 1	To study the Knowledge Management implementation in Malaysian PIHE.
Sub-Obj 1.1	To study the implementation status
Sub-Obj 1.2	To study the usage of SISP in KM implementation
Obj 2	To study how the implementation of Knowledge Management Strategic Planning in Malaysian PIHE
Sub-Obj 2.1	To study the methodologies adopted

Sub-Obj 2.2	To study the implementation process in formulating KMSP
Sub-Obj 2.3	To study the involvement of top management
Sub-Obj 2.4	To study the involvement of consultant agency
Obj 3	To study the problems in formulating KMSP
Obj 4	To study the activities related to Knowledge Management implementation
Obj 4.1	To study the existence of knowledge sharing culture
Obj 4.2	To study the contribution of CoP in Malaysian PIHE.

Table 1: Objectives of the study

3. Findings Summary

The findings from this study regarding the Knowledge Management implementation status in Malaysian Public Institution of Higher Education can be summarized and categorized as follows:

i) KM Implementation in Malaysian PIHE

- a) The implementation of KM in Malaysian PIHE is still in the intermediate level, only 47.1% or 8 universities has implement or starting the implementation process of KM. (Figure 3)

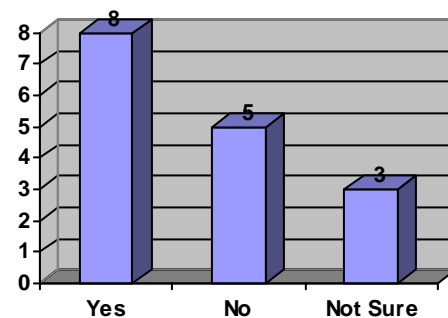


Figure 3: KM implementation in Malaysia PIHE

- b) Only one university has fully implement KM and the others still in progress or in the initial stages or not starting to implement KM yet. (Figure 4)

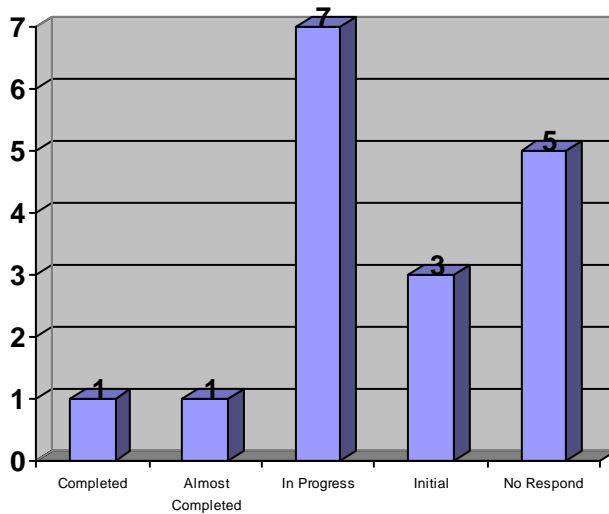


Figure 4: KM implementation status

- c) Most of the universities that implement KM Strategic Planning using the SISP methodology approach. But they are still using other methodologies by combining them as a combined methodology.
- ii) **KM Strategic Planning formulation**
- a) There are no specific methodology has been used in formulating KM Strategic Planning in Malaysian PIHE. Various existing methodologies have been used by the universities. (Figure 5)

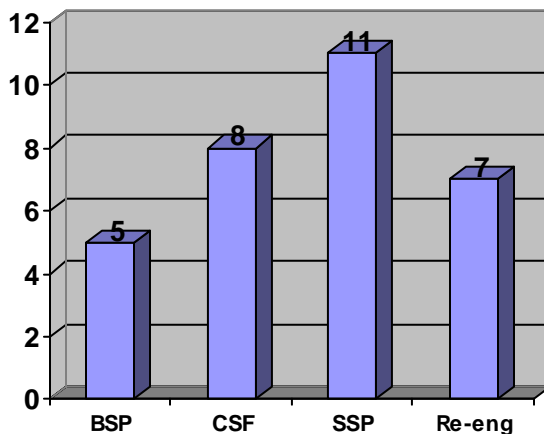


Figure 5: Methodologies adopted

- b) Most of the universities have their own specific committee responsible in the KM Strategic Planning formulation. 3 universities

- has established new unit in their organization for this task.
- c) The involvements from top management in the implementation of KM Strategic Planning are excellent. (Figure 6)
- d) Only 4 universities hired consultant agency in formulating Km strategic Planning which cost between RM 170,000 to RM 1 million.
- iii) **Problems in KM Strategic Planning formulation**
- a) Lack of expertise was the main problems faced by Malaysian PIHE in formulating KM Strategic Planning, followed by financial problems. (Figure 7)

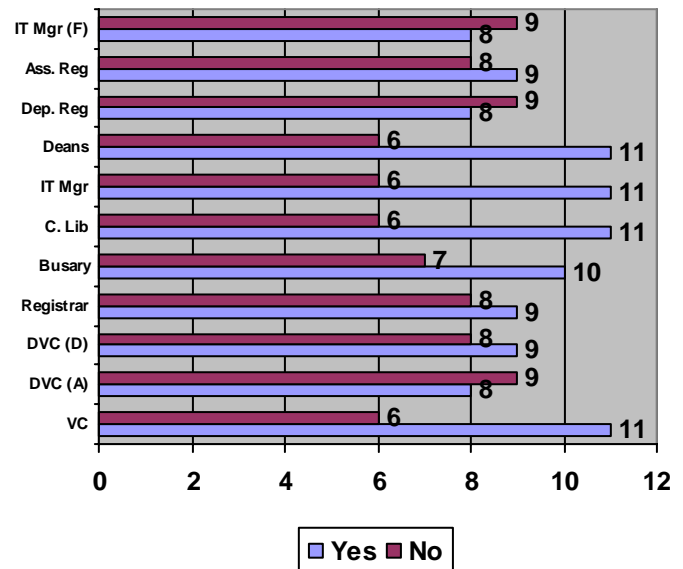


Figure 6: Involvement of Top Management.

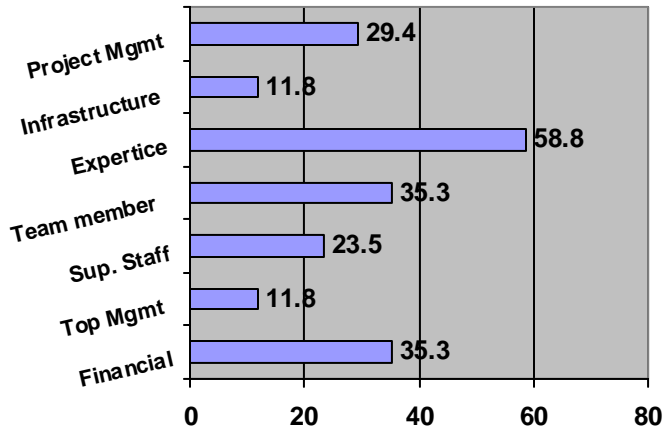


Figure 7: Problems faced by Malaysian PIHE

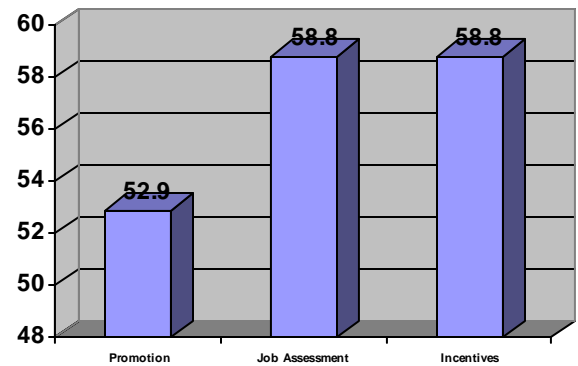


Figure 9: Motivation to promote knowledge sharing culture

iv) **KM activities**

- a) The existence of Knowledge Sharing Culture in Malaysian PIHE still low. Only 29.4% of the Malaysian PIHE staffs have this positive culture. (Figure 8)

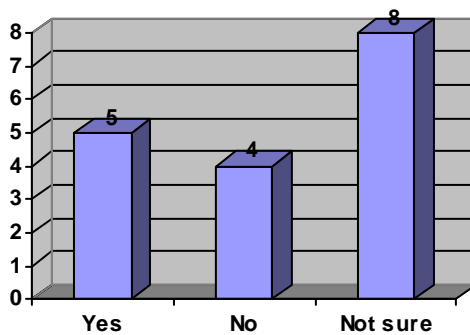


Figure 8: Existence of Knowledge Sharing Culture in Malaysian PIHE

- b) There are a need to establish a new policy in Malaysian PIHE that particularly motivating workers to share and use knowledge by offering incentives and advantages. (Figure 9)

- c) This study has gone through the expected contributions from KM CoP in Malaysian PIHE. The connection between each community can be illustrated in figure 10.

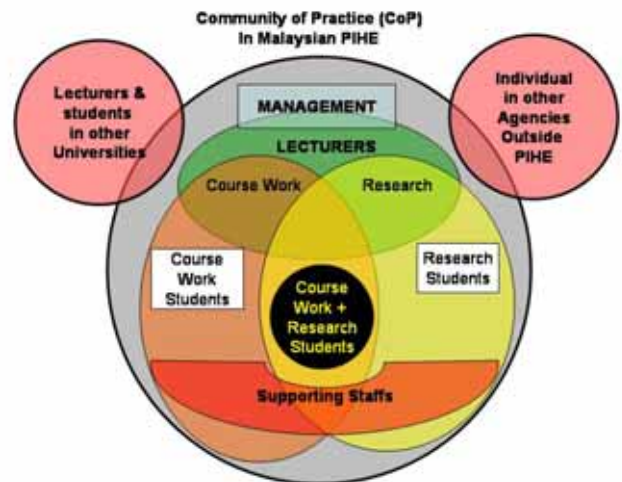


Figure 10: Community of Practice (CoP) in Malaysian PIHE

4. **Conclusion**

Finally, we can conclude that Malaysian PIHE needs a specific methodology as a guideline that contains a systematic description on how to implement Knowledge Management in Malaysian PIHE. This methodology lists all the tasks, steps, techniques and toolkit that can be used to answer the question of what, who, when, where and how a KM Strategic Planning documentation can be prepared. Another study has been conducted to formulate Knowledge, Information and Communication Technology Strategic Planning (KICTSP) Methodology. The main outcome of the study is a KICTSP methodology that is suitable to be used in the context of Malaysian PIHE.

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